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ABSTRACT

The first book in a 5-book manual on day camping focuses on summer day camp administration. The book defines day camps as organized group experiences in outdoor living on a day-by-day basis and under trained leadership. It includes a philosophy of day camping, noting benefits to the campers. The book is divided into further chapters that describe appropriate sites for day camps, publicity and public relations, insurance considerations, camp maintenance, food service, transportation, and disaster procedures. The book includes a sample camp director's calendar and camper and staff forms recommended by the Ontario Camping Association, and describes other information relevant to the forms. A list of further reading is included. (SB)

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Ontario

Ministry of Culture and Recreation

Sports and Recreation Bureau

The material for Day Camp Manuals
was originally written and compiled by William Babcock,
Ontario Camping Association.

The 1974 revisions were prepared by
members of the Day Camp Committee, Ontario Camping Association
for Sports and Recreation Bureau
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TITLES IN THE DAY CAMP SERIES

1. Administration
2. Staff
3. The Camper
4. Program
5. A Study of Mandatory Standards
   and Desirable Practices for
   Children's Day Camps

Day Camp Manual
Book I

Administration

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A Definition and Philosophy of Day Camping

Summer is the time when children should be outdoors exploring shady woods, looking for wild flowers, observing birds and animals, catching tadpoles and watching frogs.

It is the time for hikes, smelling pine needles and roasting hot dogs on a green stick; the time for dressing up like an Indian, whittling a stick or dangling hot feet in cool water.

Some children are fortunate and experience these pleasures during the summer at a cottage or at camp. But what of those who stay behind in the humid city or town? Must they miss these opportunities? No! Day camping brings all of them within the means of every child.

What Is a Day Camp?

By definition, day camping is an organized group experience in outdoor living on a day-by-day basis and under trained leadership. As the name implies, children travel to this camp each day for a period of one or more weeks. Day camping should mean intimacy with a small group in the quiet beauty of the natural surroundings.

What Can Day Camp Do for Campers?

Day camp provides a first-hand, stimulating experience in the appreciation of nature.

It teaches him respect for the rights and opinions of others through group living.

It adds to his social and emotional growth by being co-educational. As you know, many resident camps operate separate periods for boys and girls. While this is not to be condemned, there is definite merit in having young children camp together on the same site. Many activities are operated separately but the children do travel together, do hold council together and do enjoy many special events together.

Day camping develops camping skills and an aptitude for resident camping.

It provides an opportunity for closer family relationships. When the camper heads home each evening he is filled with the excitement of the day's experience. Perhaps for the first time in his life, he can contribute to the family's supper conversation and be the centre of attraction as Mom and Dad get the "low down" on camp. For once Junior will have something all his own to be proud of, and certainly his parents will be interested in this new life. Finally, the Parents' Nights of each period will highlight the family aspect of day camp.

Day camp should provide an opportunity for the campers to have a share in the planning, helping them to develop self-discipline and creativity.

Day camp provides fun and adventure, two major values of day camp from the camper's viewpoint.

In order for a camper to gain the most from the day camp, it should reflect in its philosophy, all the forementioned objectives, values and entities which combine to form the complete definition of day camping as previously mentioned.

The Day Camp Site

SITE PLANNING AND DEVELOPMENT FOR DAY CAMPS

Camp directors interested in planning and developing day camping will find these guiding principles and criteria for the selection of a suitable day camp site helpful.

Size and Acreage

In day camping, ratio of acreage to campers varies from an ideal of two campers per acre to a maximum of 20 children per acre, with 10 to 12 children being the accepted medium for practical application. One half acre of land per camper is usually recommended by day camp planners in order to provide plenty of room for an uncrowded layout, for exploration and for an adventurous program and to separate camp from neighbors.

Minimum acreage to accommodate 300 to 350 children plus staff of 40 to 50 should range from 25 to 35 acres. A prospective day camp site should possess those physical characteristics which are readily adaptable and suited to fulfilling program goals and objectives.

Accessibility and Travel Distance

A day camp site should be a maximum of one hour's ride from home base each way.

The camp site should not be directly adjacent to a heavily travelled main road, and it should afford campers a feeling of seclusion and release from city pressures.

Time, expense and administrative work involved in transportation of day campers is a major factor in successful day camp operation.

The amount of use the day camp site receives depends largely on its accessibility. Some use might occur on weekends and off-season through school or group rental; or through "holiday" programs operated by the camp.

Varied Topography

A rolling terrain with native woodlands and some level ground for play fields, athletics, etc., is most desirable.

Brooks, streams, lakes and ponds are programming resources and assets for any type of camp setting.

Hills, ravines, steep hillsides, level and wooded areas make a site more interesting and attractive. Level, open and partly-shaded spaces are needed for unit areas and make excellent separations between unit sites.

NOTE: For handicaps, ramps, paths, special vehicles will be needed.

Drainage and Soil

Soil and land slope should insure good drainage after rain, and there should be good soil conditions for safe and economical sewage disposal. Excessive light sandy soil is undesirable, particularly on sloping ground. Hard clay soil results in mud after rain and poor seepage for sewer disposal. The ideal is a firm, sandy clay mixture which will soak up moisture and grow grass for firm footing for thousands of feet to walk on during the camp season.

Porous or graveled subsoil provides better natural drainage than clay soil, or a soil where ground water approaches the surface.

All places of waste disposal (latrines, septic tanks, grease traps, leeching fields) should be located so as not to contaminate drinking water supply.

A basic requirement is that the land be higher than its surroundings, with gentle slopes.

Consider the possibility of flooding or drainage of polluted waters from adjacent property.

If soil is rocky, it will be difficult to provide water and sewage disposal. Swamps, bogs, pools and stagnant water breed mosquitoes and are undesirable. With modern earth moving equipment, swales, swamps and bogs can be filled, hillsides leveled and dams constructed to alter the face of the camp and add usable ground at comparatively low cost. However, the less change made in land contour the better.

Consider natural protection against prevailing winds and rains when locating and planning shelter structures. However, it is better to place a structure on a wind-swept hillside which is high and dry and provides natural drainage than to set it in a wind-protected but moist, muggy hollow.

Observe the area both at seasons when flooding is prevalent and in the summer when low water and minimum stream flow exists, but camp is in full use.

Natural Beauty and Resources

Woodland and meadows, hills or a stream make a camp site far more interesting and adventurous than a treeless site without variations in contour and vegetation.

A forest tract is desirable for shade, nature trails, tree identification, overnights, cover for wildlife, and natural beauty.

A camp site must be suitable for its purpose, e.g. a camp featuring trail cooking, overnights, pioneering, campcraft, etc., should be located in an area where fire building is unrestricted.

Large acreage of open farmland should be avoided, since 15 to 25 years will be needed for reforestation before trees give natural beauty and shade.

Water Supply

There should be adequate supply of safe water for drinking, food preparation and bathing. Adequate water supply is also important where flush toilets and showers are provided. Provide for an average per camper consumption of 50 gallons per day, basing all estimates for the total supply on the maximum population of the camp. Average per capita consumption of water in a camp may vary from 30 to 50 gallons per day.

Where water resources are not available on the site, arrangements may be made to have containers filled with water and trucked into camp or direct line hooked up to the nearest water outlet.

Information and advice on ground water conditions may be obtained from provincial geologists, experienced well drillers in the neighborhood or from Water Resources Commission.

Climate

Conditions vary from one location to another within a given area. Lowlands and deep valleys may be subject to more fog, damp, humidity and heat than higher sites. Data and information on weather conditions affecting a given site may be obtained from local offices of the weather bureau.

Free from Hazards

Check for safety hazards, such as cliffs, steep inclines, swift streams, floods, poisonous snakes, insects (bees and mosquitoes), poisonous plants, safety from forest fires and alternate escape routes for evacuation in case of fire. Poison ivy, oak and sumac can be controlled by removal or spraying with commercial chemicals and weed killers. Clearing out underbrush and other places where poisonous snakes live, helps reduce the dangers. Also remove dead trees and branches and leaning trees, etc.

Waterfront and Lake

A water area of safe, sanitary quality for bathing, swimming, boating, canoeing and fishing is highly desirable. If such an area is non-existent swimming pools would be the solution.

The construction of artificial ponds should be considered only after consultation with competent engineers in compliance with local regulations. For small ponds, or fill and drain pools, there must be a turnover of 500 gallons per day, per camper. Cost for dam construction is usually high, and underwater hazards and muddy bottoms tend to increase maintenance costs and make control and supervision of campers difficult.

Abutting Neighbors

Possible future expansion and relations with neighbors need to be carefully and discreetly studied. A personal call on the neighbor to explain the purpose of the camp is not only a generous gesture but a necessary precaution.

A very attractive camp site could be spoiled for camping by undesirable neighbors such as airfields, chemical plants, garbage dumps, etc. With sufficient acreage, a wide buffer area may be reserved around the perimeter of the site to protect it from encroaching developments. Good natural boundaries, like a stream or the top of a ridge are advantageous.

Undeveloped acreage is also needed within the camp to separate unit sites or major camp activities from one another. About five acres is required for central administration services and facilities.

License and Zoning

Before too many plans are made, thorough study and appraisal of the site should be made with regard to licensing and zoning regulations of the province and local community. Check with town and county boards to determine if there are any plans which might affect the future of the property, check with the highway department for proposed roads and superhighways, [illegible] with public utility companies concerning planned pipe lines, electricity, water and sewage lines.

Summary

In general, a good day camp site should provide easy accessibility, yet some isolation, minimum transportation costs, a varied topography with natural beauty and natural resources which can provide the setting for opportunities and experiences not easily obtainable in urbanized communities in keeping with the program and philosophy of the camp.

Day Camps Make Use of Many Sites

While the number of day camps having permanent country or suburban sites and facilities grows each year, there remain many organizations operating without regular site benefits.

To these, the conditions offer a challenge to make the best possible use of creative imagination and resources in programming. This can be accomplished through a greater knowledge of resources, public and private, and a greater willingness to explore program possibilities wherever they may exist.

In almost every city, large or small, there are resources available which go untapped. For example:

Parks

A vast and full outdoor program is possible with the use of parks. It can become the "home" base from which the outdoor camp program emanates. Many of these areas provide shelters, cookout facilities, overnight facilities, swimming, nature, athletic fields, etc.

Pools

When a day camp is not fortunate enough to have its own pool, use of public pools can be fruitful. Through cooperation with public agencies, it is possible to provide daily outdoor or indoor swims and instruction. A portion of the pool is set aside for the camp for a period of an hour or more. Facilities for changing and storing clothes are generally available.

Other Facilities

Available generally at a minimal cost are: private swim clubs, private pools, farms, resident camps (for overnight stays specifically) etc. These can be secured on a seasonal basis for morning and early afternoon periods.

One major problem is housing in event of rain. Some camps offer tents for each group of campers. A large building might be available as a shelter. With careful planning this facility might be put to good use for more subdued activities or preparation for future mass events.

If no building exists, it is conceivable that arrangements could be made with local school boards or the recreation department for use of their facilities during these periods. These facilities could constitute an excellent substitute for athletic and special events programs.

Programming for day camps with no set outdoor facility can be planned to provide new and exciting experiences. The most important thing to remember is the use of skills, imagination and readiness (flexibility and mobility) to move into operation.

Publicity and Public Relations Your Camp and Your Public

PUBLICITY

Both private camps and agency, church, or public day camps should be concerned with promotional work.

Direct Mailing

Lists will come from friends, acquaintances, and parents of campers, from schools, churches, home and school associations, youth organizations and voters' lists. Consult your local post office for the best mailing rates.

Some camps have a printed brochure mass produced with the intention of using it for several years. In this case dates of camp periods, costs and other pertinent information can be inserted on a separate sheet each year.

A brochure may include the following items:

- brief history of the camp
- philosophy, aims and objectives
- location with a map
- business phone, camp phone and name of the director
- facilities and program activities.

Promotion

When you first start a day camp you will probably have to work hard to put yourself and your camp over. Telephone calls, followed up by a personal visit, can be effective. Some parents may ask you to show films or slide to a group of neighborhood friends. You should definitely attempt to set up speaking engagements with church and youth groups, and home and school, etc. There is no substitute for face-to-face contact. Take advantage of every opportunity.

ADVERTISING

Newspaper, radio, magazine or TV advertising can be effective, but is expensive. Newspaper ads should be run at strategic times of the year and are most effective if accompanied by stories and pictures.

Initial contact must be made with news media to become aware of methods of maximum publicity (free advertising etc.).

Newsletters

These can be very effective in maintaining contact if sent by direct mail to all former campers and staff.

Birthday Cards

What a thrill to receive a card from the camp on one's birthday! Try to have a camp picture or scene to include. Christmas cards may also be sent.

OPEN HOUSE

Parents want to see the camp site. Invitations may be issued for visits before camp opens or on Parents' Nights or Parents' Days during camp operation.

CAMP REUNIONS

These may be held on a Saturday or during one of the school vacations. Campers may be urged to bring friends who may be interested in going to camp. Camp reunions can be of a formal nature in a hall, etc., or at the camp site.

Ideas for reunions:

- Christmas party
- skating party
- showing of camp movie.

It is best to leave the planning of this event up to the camp staff, as they usually like to do all the organization and planning themselves.

PUBLIC RELATIONS

Keep your neighbors informed of the camp program, improvements and changes. Establish contacts with local tradespeople. Take part in community service organizations and projects. You may wish to offer your facilities for church picnics, Cub Scouts, Girl Guides and CGIT groups who may want to hold rallies or overnight campouts at your camp.

One of the most important things to remember is to make staff fully aware of the public relations aspect of their involvement with campers and parents.

Three methods of following this up are:

1. Each counselor could phone his campers prior to each new camp period just to introduce himself and maybe tell the camper a little about the camp.

2. If a camper is absent from camp, the staff can call his home after the second day to find out the reason for his absence.

3. Halfway through camp period a call could be made to each parent by the counselor to discuss any concerns they might be having regarding the program.

Remember: The best possible publicity is a <u>satisfied camper</u>!!!!

Pay Camp Insurance

It is assumed that we are talking about insurance for a day camp that has a very simple and unsophisticated site—probably an agency camp and probably on rented or borrowed land.

The following questions should come to mind after carefully thinking about and listing all phases of program that you anticipate—in camp or out of camp; all structures; equipment; and facilities, whether permanent or portable, mechanized or otherwise. Ask yourself these questions and any others that may apply.

Are We Covered IF?

- we are sued for any reason and found negligent?
- any camp owned vehicles or other vehicles travelling on our behalf are involved in an accident?
- any campers or staff require medical and/or hospital treatment?
- any campers or staff lose life or limb or an eye or damage teeth?
- we have a fire or explosion?
- we have a robbery or acts of vandalism?

When you have carefully checked over your list, then call in an experienced and reputable insurance agent and get his advice on your best method of coverage. He may possibly suggest to you many other risks to which you may be exposed and how best you can cover them with insurance as well as giving you appropriate limits of coverage. The best insurance any camp, camp owner, or organizational camp director can have, is an excellent pre-camp and continuing camp training program on prevention and safety. Insurance cost can sky-rocket without this knowledge.

Secondly, an insurance agent or broker in whom you have complete faith is absolutely necessary. It is his job, if he is ethical, to see to it that all areas necessary are covered at the most reasonable cost, not to saddle you with more than you need or can handle.

For those who wish more detailed information the following article is included.

Most general liability policies cover legal liability to the public except:

> Injury to employees, which we will discuss later, and accidents arising from operation of automobiles owned or being driven on our behalf. (The latter can be covered by Fleet Automobile Insurance.)

It is a good idea to shop around for your insurance. A few companies offer a package plan. Here again your insurance agent can give you good advice.

In order to review the normal insurance requirements, the coverages have been divided into three main classes:

- damage to or loss of our property including contents
- indirect loss (business interruption)
- liability (general and automobile).

DAMAGE TO OR LOSS OF OUR PROPERTY

Building and Contents

These policies must be on the fire insurance form with the standard extended coverages (wind, vehicle impact, explosion, etc.) and should also include malicious damage extension. Except in the case of newly erected buildings, architects or a building contractor should be consulted to ensure that you are aware of the replacement value and the depreciated value of your structure. By carrying insurance up to at least 80% you normally secure more attractive rates and, of course, are better protected against a disastrous loss.

Office Equipment

This equipment is now so valuable and therefore so attractive to thieves that it is prudent to insure office equipment on a special "all risk" floater. The additional annual premium is usually only about $2.00 per $1,000 of insurance.

Boilers—Heating and Hot Water

The cost of repairing a boiler damaged by explosion, or burning or bulging is very high and may be insured on a "board form" Boiler policy. Perhaps the greater loss hazard, however, is the great loss which can be caused to a building resulting from an explosion of a boiler—even the so-called "low pressure" type. This loss is not insured by your fire insurance policies. It must be considered when establishing the policy limit.

Valuable Papers

It is normal for your records to be insured for the blank value of the paper, and perhaps the cost of transcribing information to new sheets. The great uninsured loss might be the cost of management and staff to seek out information to rebuild the records if they are destroyed by fire or other means. The cost to purchase even say $5,000 cover to meet such expenses is quite low—based generally on your fire insurance rates.

Money and Fidelity Bond

In each camp there is usually a different practice in the handling of fees, petty cash, transportation funds, etc. but cost of insuring for hold up is normally about $10.00 per $1,000 of coverage per year and it is worthy of consideration. And we must always remember that our losses through infidelity of employees arise from the "old trusted employee". It is quite common that an employer or a person to be engaged in handling receipts and deposits be bonded and there is no embarrassment in asking an applicant for the position to complete such a form. The premium rate is about $10.00 per employee—less for a group. Such an application also ensures that the Bonding Company carefully checks previous history.

Glass

Any glass may be insured against breakage though it is not usually practical to do so from a cost point of view except where there are sheets of approximately 20 sq. ft. or more.

INDIRECT LOSSES

Time must be taken to consider what action would be necessary if our camp were suddenly destroyed by fire or other disaster. Copies of financial statements, enrolment, occasional accounts receivable lists and the like should be kept at another location. We should have a basic pre-arranged plan worked out to provide for a temporary location for the office and at least some of the campers.

The insurance needs in the event of such a loss vary with each camp. Until business is back to normal it is usually a matter of insuring the continuance of the same Net Profit plus certain continuing charges such as executive and key employee salaries, contracted expenses—transportation, audit and legal, and telephone and advertising and perhaps interest on bank loans. In other situations it may be a matter of "extra expense" cover to pay the expense over ordinary expenses for rent of temporary quarters, extra transportation costs, etc. Your insurance broker will advise you on the necessary form and amount to insure the loss. Carrying this insurance on only your key buildings will help to trim costs.

LIABILITY PROTECTION

Premises and Operations

When you are dealing with a claims-conscious public, and especially when there are so many persons in your direct care, it is impossible to operate without adequate insurance protection. Generally speaking, it is best to carry a comprehensive general liability policy with personal injury limits of at least $50,000 per person and $200,000 per accident. The property damage limit should be at least $10,000. The policy should fit your needs. It is common for some policies to exclude accidents from "draft animals" or "elevators" or "pools" and this must be checked. Also such extras in programming as canoeing, riflery, archery—special clauses and coverage to cope with these must be arranged. Most policies exclude claims made against the camp by employees injured in the course of employment. The policy may be extended to include such claims or it is usually better to apply for protection under the Workmen's Compensation Act. In that way all claims are insured regardless of fault; the cost is quite low.

Tenant's Legal Liability for Fire Damage

Following a fire, the landlord or his insurers, may seek to recover their loss from you by claiming that you, while a tenant, were negligent to an extent that caused the fire. Your liability policy may be extended to pay your legal defence of such a claim; or in the event you were sufficiently negligent, to pay the claim. The amount of insurance required is approximately 10 times your annual rent, and the premium rate is about 25% of the building fire insurance rate.

Camper Accident Coverage

Where you are legally liable for an injury to a camper, your general liability policy protects you and pays the claim. Often the liability is not clear cut, and more often the camper was the author of his own misfortune through his activities, or perhaps a fellow-camper contributed to the accident. Having a camper accident policy does away with trying to decide the blame in most cases and promptly pays the medical expense. This avoids troublesome formal claims from parents and maintains good public relations. The premium is usually about $1.00 for the term and is added to registration fees.

Automobile Liabilities

All automobiles owned must be properly insured in the name shown on the registration.

Where pupils are transported this should be acknowledged in the policy.

Liability limits should be at least $200,000 per accident and school bus limits must meet the local statutory limits.

Collision insurance is a matter of choice—it is recommended on high valued units and buses.

"Non-Owned" Automobile Liability

If an employee, or some other person, uses his automobile on your behalf, and while so doing is involved in an accident and is responsible for it, the legal liability for loss is primarily upon the owner of that vehicle. However, if the owner's insurance is insufficient or not in force, or for some reason the claimant feels he may not get full satisfaction, a claim may well be registered against the employer. A non-owned automobile policy insures you for the legal defence of such a claim, or if the claim is allowed, would pay the claim. It is recommended that limits of $200,000 per accident be carried. The annual premium should not exceed $25.00.

TO COVER EMPLOYEES

Insurance should be carried to protect them and their salary. Workmen's Compensation is about as broad a coverage as you could find anywhere—15 cents per $100.* This covers doctors, hospital and 75% of wages if they are unemployable over 3 days.

Unemployment Insurance is compulsory on all employees other than teachers and farmers; counselors fall into this group. Office employees, kitchen and maintenance staff, bus drivers, are all in the compulsory group and must have an Unemployment Insurance Book which must be kept up to date at all times. A declaration must be signed by any exempt employee.

REPORTING OF CLAIMS

All insurance companies appreciate immediate and full details reported on their claim forms. In Workmen's Compensation—an employee's name must be on payroll to recoup benefits—casual labor is not included. Workmen's Compensation is very strict in its request for immediate reporting of an accident—penalties can be very severe.

Camp owners and directors are and should be more aware of the need to have sound insurance protection and they should be able to evaluate their own specific camp in order that they will not be "insurance poor" either by having too much or too little.

* This varies with the type of camp (e.g. private, agency, etc.).

Camp Maintenance

Maintenance is an essential part of the life of every camp. As such it also has a bearing on the environmental atmosphere and motivational components for those who work and live there.

Since the wide spectrum of day camps include those with permanent buildings, tent accommodation, temporary shelter etc., all will be touched briefly.

Basically, maintenance may be divided into three periods:

pre-camp
during camp
post-camp

PRE-CAMP MAINTENANCE

- inspect area for any grading, land fill required etc.
- cut and fog (spray with insecticide) high grass with discretion
- pitch and trench tents (unless campers will do so at beginning of camp)
- insure water service is adequate and functioning
- arrange for installation of portable construction shacks for administration or nurse. Buildings should have proper ventilation and allowance for natural light. Shelves may be installed at the beginning and removed at the end of camp. If possible, have vandal light installed in the same area. Arrange for installation of telephone in shack
- arrange for installation of portable toilet units. See that they are reinforced by pegging so that they may not be easily overturned. Arrange for repair and sanitation of permanent toilet units
- paint or seal floors in permanent buildings
- put solignum stain on buildings that require it
- repair, varnish and paint canoes and other watercraft
- install docks, lifesaving equipment, prepare pool
- prepare maintenance centre or building
- general clean-up.

DURING CAMP MAINTENANCE

- painting not completed during pre-camp. Should be done by skilled person if possible
- staff persons and small truck look after maintenance and cleanliness of camp as required during the summer
- directing or supervisory staff regularly inspect camp; repair requirements noted and followed up
- involve campers in one large maintenance or construction job each year (e.g. addition to docks, flood control work etc.)
- repair to equipment and supplies as required
- weekly servicing etc. of toilet units by rental company (naturally daily attention is given by camp staff—including sanitizing seat and floor). Servicing by the rental company should take place while some supervisory staff is at the site and can approve
- provide guard etc. for non-camp hours (prevent vandalism).

AFTER CAMP MAINTENANCE

- pack arts and craft supplies in vermin-proof and waterproof containers
- check tents for repair and send out. Check poles, pegs, etc.
- store water craft. They can be better repaired in the spring when really dry
- winterize pool, water and toilet systems
- arrange for removal of portable buildings
- fill in trenches, fire-pits, etc.
- make maintenance tour of camp. Note any situations which require attention or should be checked pre-camp in the coming year
- have adequate staff for the after-camp period to deal with work efficiently and safely.

Food Services

Since situations vary relative to the amount and concentration of food service at any camp, the following comments are listed under three separate headings—outlining three separate situations.

Minimal Service

At a large number of day camps, minimal food service is provided. Consideration should be given to such items as:

- forwarding a letter to parents outlining suggestions re suitable contents for, and packing of lunch
- building (often as tent or cabin group project) a storage container or area for lunches or other food brought from home. Such container should allow ventilation, provide protection and be free from access by animals
- ordering proper quantities of milk pre-camp (as indicated on camper registration form) to avoid waste etc. (Knowledge that milk will be served will also allow parents to make dietary arrangements for lunch.)
- arranging with milk company for delivery near lunch time, accompanying ice etc. if refrigeration not available.
- encouraging camper cooking, on graduated ability scale, as often as possible. Campers may bring ingredients (list to be sent home by counselor) or set amount of money may be collected and food purchased by counsellor.
- arranging for central waste area in camp, and daily pick-up of waste. Local health, pollution authorities must grant approval before burning or burying waste.

FOODS AND FOOD HANDLING (A case study)

I am discussing this topic from the experience of a large day camp (620 campers and 150 staff) where the camp provides a sit-down lunch each day.

I have a fully equipped kitchen and two dining patios which are wood construction but are not winterized buildings. All are screened for fly protection.

I'll discuss food handling under four topics:

staff
menu
mechanics
health

Staff

I am fortunate in having a chef who returns year after year. His temperament is ideal for the job. He likes children and he takes pride in preparing good food. He has with him the following staff each day:

2 assistants (inside)
1 woman (inside) salads, pot washing, etc.
4 boys (inside and outside)

Menu

My menu is prepared in advance so that parents receive a copy to enable them to plan suppers accordingly. Special diets are arranged by our nurse and in addition, jam and peanut butter are always available. Menu is made up of the favorite foods of campers over the years. Since I serve family style and on paper service, certain dishes are not practical. Menu is also governed by availability of certain foods at certain seasons. My menu must be well balanced and approved by a nutritionist.

Mechanics

Food is served family style—e.g. counselors come to counter and take a tray with food in large bowls. The food is then served at the table.

Before the meal kitchen boys set plastic knives, forks, paper plates in paper bags on each table. Table also has on it cups, salt, pepper, water, beverages, mustard, ketchup, butter, bread, serviettes. Milk is served in quart cartons, bread in the wrapper and serviettes in dispenser.

Counselor returns main course bowls and picks up dessert. After the meal all used products (plastic knives and forks, paper plates, serviettes, cups, etc.) are cleared into garbage bags and immediately placed in large disposal unit (emptied three times weekly).

Traffic is controlled by "in" and "out" doors, as well as the "one person up from the table" rule.

We eat in two shifts with 15 minutes in between for clean up and re-setting.

Utensils are bagged well in advance whenever kitchen help have free time. All seating and portions are calculated to feed 10 (large or small). I use picnic tables with benches attached. Tables have varnished masonite tops for easy cleaning.

Health

Constant cleaning, screening, insect spraying, garbage disposal eliminate fly problems. Delivery times coincide with meal time so milk is cold and fresh, etc.

Controlled food pick-up and elimination of line-ups for food make hot meals a reality. The secret is timing.

Special diets for allergic children are controlled by the counselors and supervised by the nurse.

FOOD is one of my biggest headaches—GOOD LUCK!

CAMPER COOKING (A case study)

At our camp we feel that learning to cook outdoors is a part of the camping experience. As a result our food handling is somewhat different. We have a "store" where tent groups can order the necessary food for cook-outs and overnight meals. Quite a variety is retained at the "store" and both the camper and the staff have an opportunity to choose their menu for each meal. The cooking is done outdoors mainly over wood fires, although charcoal is occasionally used. We also serve a beverage at each lunch.

Our food is stored in two freezers or one of four refrigerators. The campers are also involved in purchasing food so that they learn this aspect of economics. We have a graded program of outdoor cooking so that the pre-schooler who toasts a marshmallow may progress through wieners, hamburgs, spaghetti and meat sauce, to one pot meals, fried chicken and so on, as he approaches senior camper.

Transportation

The case study while displaying a specialized type of transportation service which many day camps do not offer, provides information relative to care of campers, procedure and planning which are applicable to all camp transportation systems.

Here are some transportation considerations employed in systems differing from those included in the subsequent case study.

WHERE SCHOOLS ARE USED AS PICK-UP POINTS:

- use should be formally requested from board of education. You may be only allowed pick-up outside the school fence, or you may be allowed to drive the bus onto the grounds
- the exact location of pick-up (e.g. south entrance) should be noted on pre-camp information since pulling the children together from various sections of the yard may result in a time loss and some missed campers. There will usually be other children on the scene as early arrivals for a playground program, clients for another camp, etc.
- for at least the first two or three days of the camp period, the staff person on bus duty should check the area and make sure he has all campers aboard
- identification of your campers might be helped by the camper wearing a colored camp-name tag which has been sent as part of the bus list or other pre-camp material
- pre-camp information might stipulate the pick-up order and the time at which the bus will leave the first stop. It is usually beneficial if children are at their stops at that same time for the first few days. That way, no campers will be missed, and many will be able to make personal judgments on the time they feel they should be at their own stop.
- because children do wait for the bus, it is wise to choose as your pick-up point (e.g. entrance) one which has an overhang or recessed covered area to provide protection from the weather on wet days.

- make sure one staff member is on the bus from the first pick-up point to check all the campers.
- often the simplest method of bus loading is by "stop". On the return trip children who use the stop which the bus will visit last, are loaded first and go directly to the back of the bus. This process is followed so that children who get off at the first stop after the bus leaves the camp, are at the front of the bus. Unloading at stops is always done by front door only to enable a precise count and to better control the location of campers (ones who have to be taken across street, etc.). If there is a centre doorway on bus, a staff person is stationed inside as a safety measure.

TRANSPORTATION

Transportation of campers to day camp sites in our opinion is the greatest single problem which confronts day camping.

There are many types of transportation and many different arrangements for camper pick-up.

- large buses
- small buses
- station wagons
- taxis
- streetcars
- subway
- parents' cars.

Different Pick-up Arrangements

Door-to-Door

Campers are picked up at and returned to their own house.

School Yard

Campers are picked up at and returned to certain schools.

Street Corner

Campers are picked up and returned to certain corners on route to camp.

Some Things to Consider Generally

- Distance of camp from area serviced
- Length of time campers are on the bus
- Safety of campers getting on and off the bus as well as their safety and comfort while on bus

- Precautions taken so that the right campers get on the right bus
- Program on the bus
- Measures to be taken in case of emergency. This will include supplies for motion sickness, etc.
- Training of staff who supervise buses
- Deciding on the type of transportation for certain problem areas, e.g. heavy traffic, one way streets, narrow streets, distant areas
- Method of unloading buses on arrival in the morning, and loading for departure in the afternoon
- Cost of transportation
- Insurance coverage.

When we first began our camp we drew a circle on a map with the camp as its centre and a radius of nine miles. This was our pick-up area using large buses and carrying 40-50 children. The timing from any point in this area would be about 40-60 minutes.

We had to devise certain methods to provide safe but efficient service with a view to cutting time loss to a minimum. With this in mind we did the following:

1. Notified parents to have campers ready and waiting at the door and that we would wait no longer than one minute if they weren't ready.

2. Sat campers in the front seat as they got on. Had the bus pull away as soon as they were seated. At the next bus stop had those in the front move to the rear and the ones coming on sit in the front seat and so on.

3. Familiarized bus counselors with the route and also had bus boards with typed routes. One staff person in charge of directing bus driver where to go, when to stop, when to go. A second staff person responsible for helping campers on the bus. A third and possibly a fourth person to control campers on the bus and provide program.

4. Routed our buses with as few turns as possible and kept bus off heavily trafficked streets as much as possible. Often put two buses on the same street if it meant a shorter more direct over-all route.

For our routing of buses we have large scale maps on which we place a pin marking the residence of each camper. If we are in doubt of the exact location we phone the parent to find out if it is north or south of a certain street or how far from the corner, etc.

When all the pins are on the map, we then attach different colored threads to indicate bus routes. When this is completed we go over the routes by car, checking time and distance as well as making changes to improve the routes.

When this is done routes are typed out and copies made so that each bus has a copy of its route.

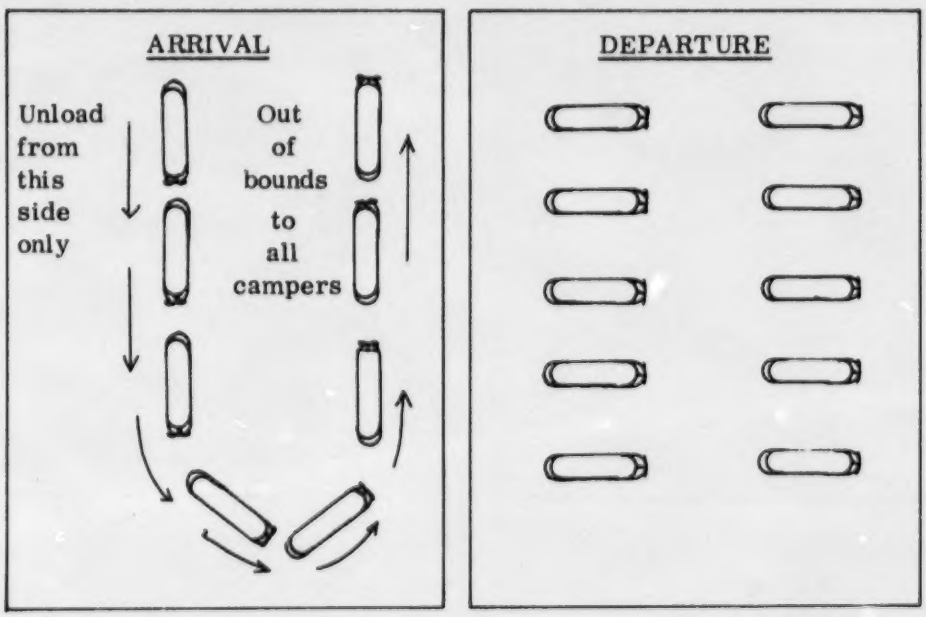
Bus boards have name, address, in order of pick-up as well as attendance sheet. Reverse lists for evening trip. No camper gets on a bus if his name is not on the list.

Staff Training

During our pre-camp training, staff is briefed on bus procedure. They are taken over the routes to and from the camp several times. In fact they drop off a letter and a camp bag to each camper during this period. Many practical safety measures are demonstrated, e. g. how to hold a child by the wrist, how to open windows just two inches, how to cross a road, etc.

The counselors meet with the director each morning after buses arrive to report any difficulties. They meet again each day before departure to discuss any problems. Safety is a must!!

During training they are shown how to do a proper arrival and departure with buses we have on hand.



Only one person is in charge at arrival and departure time and buses move only on his signal.

Suggestions

1. No camper is allowed to move while the bus is in motion.

2. Counselor who directs the bus driver has an attendance card on which he records each camper as he boards the bus. This gives us a double check with the group counselor's attendance card. We also know the exact number of campers who are to leave for home.

3. Special requests must never be accepted from a camper; only from the parent either in writing or by phone to the camp office, i.e to remain for the swim club; will be picked up earlier for some special reason, or to be delivered to another camper's address, etc.

4. During departure, no bus leaves until the attendance loading sheet is checked by a supervisor. If there is a discrepancy, that bus and possibly others, are held back.

5. During arrival and departure, no cars or trucks are permitted in or out of camp, nor do we permit buses to pass each other.

6. Identification bus number on each bag for return journey.

Coping with Disaster

ANTICIPATE AND PREPARE FOR DEALING DIRECTLY WITH PROBLEMS

- fire drills, security guards, waterfront emergency procedures
- communication line to proper authorities, e.g. fire department, police, hospital
- consider various types of problems and how each should be coped with.

Fire

- drill campers and staff
- equipment—volunteer brigade, local fire department (make arrangements in advance)
- how to fight fire—protect nearby tents and buildings, avoid building too close together, have fire resistant structures, buckets and hoses.

Swim Dock and Red Cross Procedures

- buddy system—check in and out
- emergency drill—speed—dragging area
- need for camper understanding and involvement
- artificial respiration; medical help—oxygen
- inhalator—hospital.

Drowning

- insist on autopsy to prove actual cause of death (drowning as such may not be the cause).

Canoe Trip

- first aid, emergency procedure known by staff.

Motor Vehicles

- accidents, emergency procedure known by staff.

Vandalism, Riding Accidents, Theft, Kidnapping

- must all be considered within the realm of possibility.

NEED FOR PROPER INSURANCE TO MINIMIZE CONSEQUENCES AND PROTECT CAMP'S FUTURE

Re:

Fire

- proper valuation, written and by an expert
- adequate coverage
- co-insurance
- extra expense
- profit protection
- proper agent, need for advice.

Liability

- negligence, in and away from camp; malpractice, adequate limits
- special hazards, riding, water skiing, etc.
- legal liability, only for damage caused by negligence.

Motor Vehicle

- adequate limits, non-owned, passenger hazard, age of driver.

Decisive Action Following the Event

- need for strong leadership
- share knowledge to establish trust and enable decision making and support
- speedy decision (though well calculated)
- quiet the agitators (remove if necessary)
- rally support of staff and campers
- inspire confidence of staff and campers
- psychological victory, clean up fast.

Full Disclosure to Parents

- be honest. Don't understate or minimize the problem, thus shifting onus at least partly to them.
- keep phones or other communication lines open as much as possible
- answer all enquiries straightforwardly.

Do Not Send Campers Home

Have parents wishing to remove their campers pick them up!

Why? Once parents see that the camp is continuing and back to near normal they may reconsider and leave the child.

Even if they do take him home, they will have something positive to say regarding the situation and how you are coping.

Can be excellent source of public relations.

Do not prevent a child from being taken home, if parent wants to, go along ... try to avoid an argument over fee refunds, assure parents of your sincerity and act accordingly.

Fee Adjustments

The only reasonable way of dealing with fee adjustments is to make them as soon after the event as possible. Do not overlook or try to slough off your responsibility in this area. Decide how you intend to deal with the matter and then do so!!

Mobile Food Arrangements

- Camp Borden—Canadian Forces
- refrigerated truck—for temporary storage of perishables
- Shopsy—pre-cooked and prepared items
- tent rentals— a new "dining hall" in a day
- picnic benches—quick handy furnishings for tent dining hall
- the situation must look like it is under control
- help from local residents—with food, equipment, moral support.

Consultation with Colleagues

- call in other camp directors
- moral support essential
- strong, unified positions
- hot line to OCA executive.

Turning Disaster into Victory

- win psychological battle
- remember that the spirit you display colors the whole complexion of the problem
- make sure staff and campers are on your side
- share the burden of responsibility with all. "It's our battle to win!"
- don't give up, things are never as bad as they seem and it is amazing how people can bounce back
- take advantage of your director colleagues and OCA. "We'll never let you down."
- make friends with your bank manager! (NOW—before you really need him).

Government Agencies help

- OPP, local police, Community Liaison Officers, Ontario Fire Marshall, local MP, local municipal departments.

Your Suppliers Will Help

- extended credit
- more deliveries
- better service
- can offer suggestions and supply equipment (e.g. Borden's mobile tuck shop).

Major Decisions

- do you carry on?
- do you rebuild?
- legal obligations, to staff, parents, suppliers
- moral obligations, to campers, to parents, to staff
- obligations to yourself and family.

Statement of Claims

- fire and theft insurance
- liability insurance
- fee refunds
- extra expenses
- cost of replacement and rebuilding.

Director's Calendar

The following chart shows how one camp finds it best to schedule the various things involved in the operation over one year. Each camp, due to its own circumstances should develop its own calendar. Probably the most difficult thing is sticking to a calendar once it has been developed.

	ADMINISTRATIVE	PROMOTIONAL	OPERATIONAL
SEPT. - OCT.	■ spending money, accounts, refunds ■ lost and found ■ cost analysis ■ accounts receivable ■ supply inventory	■ final staff newsletter out to all staff— local gossip, thanks for summer, etc.	■ program evaluation summary ■ dates for coming season ■ building plans
NOV. - DEC.		■ old camper enrolment ■ literature revision ■ mailing list revision ■ order stationery, literature etc.	■ staff recruitment old staff ■ program planning
JAN.	■ income tax forms ■ workmen's comp. summary ■ transportation	■ schedule camp ■ new prospect mailings	■ staff recruitment ■ program planning ■ check permitting for campsites
FEB.	■ trade shows boat show hardware show ■ financial summary ■ place order for all summer supplies	■ camp newsletter ■ camp reunion mailings ■ new prospects	■ staff recruitment ■ program planning

	ADMINISTRATIVE	PROMOTIONAL	OPERATIONAL
MAR.	■ OCA convention place orders ■ review insurance ■ DHO sign renewal ■ Ministry of Health licence	■ camp reunions ■ new prospects	■ parents' bulletin no. 1 (clothing, etc.) ■ staff recruitment
APR.	■ income tax ■ restaurant show ■ place orders	■ new prospects ■ camp newsletter	■ staff orientation all applicants ■ staff interviews ■ staff selection
MAY	■ place orders ■ park entrance permits for staff		■ staff recruitment ■ staff bulletin ■ survey camp
JUNE	■ connect telephone ■ Ministry of Natural Resources burning permit travel permits garbage dump ■ check MD & hospital ■ motor vehicle permit ■ newsletter labels ■ standing food orders		■ opening camp group ■ staff training ■ bus trip organization ■ special trips ■ parents' bulletin no. 2 ■ staff recruitment ■ camper cards
JULY-AUGUST	■ employee forms ■ inspectors ■ supplementary orders ■ health insurance ■ camper fishing licence ■ infirmary procedure ■ sales tax ■ activity man reports ■ OCA visit & report	■ parent newsletters	■ camp & attendance problems ■ closing camp ■ staff evaluation counsellors CIT's

Many of the more routine items are not listed above. These include such things as maintaining your book (payroll journal, sales journal, etc.), paying bills.

Camp Forms

The Ontario Camping Association has several forms developed by a committee. The forms available from this body are listed below followed by a series of suggestions and instructions for compiling a camper application form and a staff application form.

- staff application form
- camper's health certificate
- camper report form
- staff health certificate
- staff reference
- counselor evaluation form
- accident report
- medical report of accident.

ONTARIO CAMPING ASSOCIATION

Suggestions and Instructions for Compiling a Camper Application Form

This form is an important part of your contract with the parents. A neatly set out printed form will create a better impression. Therefore, we strongly advise that this form be printed. Many items are suggested for this form. These are detailed notations under some of the dotted lines to ensure that all of the necessary details are correctly listed. When printing, these notations can be set in a smaller type, and will make the form look less crowded. It is impossible to do this with a regular typewriter. We suggest it be printed on both sides of the paper to make it easier to handle.

There are three parts to the camper application. On the first page, the first part is for essential information required, such as name, address, age, schooling, etc.

The second part toward the bottom of the page is information for the parents concerning fees, dates, and conditions of enrolment. Parents should be given a realistic picture of the total camp cost. Therefore, if you have extra charges (transportation, laundry, insurance, riding, craft materials, etc.) these should be listed with their amounts.

The third part, on the back of the form, is for personal and confidential information. Some directors prefer not to have this on the application, but rather submit it to the parents at a later date.

Questions Regarding Religion and Photographs

We find many camps are asking questions about religion, church affiliation or nationality. The Human Rights Commission of the Ontario Government advises that camps operated by religious or ethnic groups may request this information, but it is illegal for other camps to ask questions of this type.

Some directors report that these questions are asked in order to ascertain what arrangements are going to be necessary to enable children of some religions to attend religious services of their faith. The Human Rights Commission advises that if the children's parents are concerned about this, they will enquire about it before enrolling their children.

It is illegal to ask for a photograph because a photo may cause a rejection because of race.

It should be noted, however, that you may ask these questions after the child's registration has been accepted.

Clarification of Lines with Symbols on Campers Application Form

(see page 34)

* On this line your fee should be clearly stated, as well as your application deposit.

** On this line mention all of your extras, and their amounts with the possible exception of tuck money, which all parents expect to pay.

*** Have your camp dates or periods clearly mentioned, with a suitable place for the parents to check the period they desire. Perhaps a mention of periods (e.g. July, first two weeks in July, etc.) rather than the exact dates, in case you want to print a supply of application forms to last several years. The exact dates for the current camping year can be mentioned in the camper application acknowledgement letter.

**** Camps whose camper insurance is compulsory, or is included in the fee structure, should omit this line.

Camp Sunshine

123 Anywhere St., Everytown, Ont. Telephone: 123-4567

CAMPER'S APPLICATION FORM

(Developed by Ontario Camping Association)

PLEASE PRINT CLEARLY DATE.....

Camper's Name.....
Last Name Given Names Popular Name

Age (on July 1st)..... Date of Birth .....Height.....Weight .....
Month Day Year

School.....Grade Completed by Camp Time .....

Parents' Names.....
as they should appear on camp records

Home Address .....
Street and Number City Postal Code Province

Occupation.....

Business Address .....
Street and Number City Postal Code Province

Home Telephone.....Business Telephone.....

Are there any physical or emotional problems?.....

* Fees..... per ..... $..... Deposit required with each application.
** Extras: (Horseback riding, craft supplies, laundry, insurance, etc.)
*** Camp Dates..... Camp Period Desired.....

Allowances cannot be made for children arriving late or leaving early. A deposit is required with each application. Verbal registrations cannot be accepted, nor applications without the required deposit. The balance of the fee must be paid before camper's arrival date. The deposit will be returned if application is not accepted, or is withdrawn prior to May 1st.

The camp reserves the right to dismiss a camper if it is in the best interest of the camper or the camp. In such cases, a proportionate refund will be made.

I desire my child to participate in full Camp Program and all activities unless I advise you otherwise in writing. I agree that, having taken such precautions as in your discretion are deemed advisable, you shall not be held responsible for any accident or sickness to my child.

**** If for any reason my child requires medical attention or special medication beyond that furnished by the camp, I agree to be responsible for any expenses incurred (camper's health & accident insurance mentioned under "Extras" would cover this.)

.....
Signature of Parent or Guardian

Suggestions and Instructions for Compiling Staff Application Form

We feel this form can be copied as it is, since it would be suitable for most camps.

If there is sufficient demand, the OCA will mimeograph this form and make it available to member camps at cost. There would be a space left at the top where you could rubber stamp your camp name, or type it, as you prefer.

Questions Regarding Religion and Requesting Photographs

We find many camps are asking questions about religion, church affiliation, or nationality. The Human Rights Commission, of the Ontario Ministry of Labour, advises that camps operated by religious or ethnic groups may request this information but other than these, it is illegal in Ontario for other camps to ask questions of this nature.

Some directors report that these questions are asked in order to ascertain what arrangements are going to be necessary to enable staff members of some religions to attend services of their faith. The Commission advises that if a staff member deems this important, he or she will enquire about it before accepting a job. It should be noted, however, that you may ask these questions after you have hired the applicant.

It is illegal to ask for a photograph because a photo may cause a rejection because of race.

CAMP STAFF APPLICATION

(Developed by Ontario Camping Association)

RETURN TO:

PLEASE PRINT CLEARLY

Name Miss / Mrs. / Mr. ..... Telephone.....
Surname Given Name

Permanent address .....
Street and Number City Postal Code Province

Send mail to present address until..... Height..... Weight.....
Date

Date of Birth..... Marital Status.....
Month Day Year

.....
Give sex and age of children who must accompany you to camp

Schools attended.....
High School University or other

Present occupation .....
(If student, state course and year)

CAMP EXPERIENCE:

As a camper .....
Names of camps and years attended (list most recent camps first)

As a staff member: Camp Year Attended Position Held

.....

.....

Other experience or training which would be helpful in your job at camp . . . . . .

. . . . . .

For what position are you applying? (Counselor - state age group preference; Activity/ Counselor - state first and second choice of activities; other position - state which)

. . . . . .

. . . . . .

Why do you want to go to camp? . . . . . .

. . . . . .

(over)

In the following list mark X beside those in which you are able to participate; XX beside those in which you are proficient; XXX beside those in which you are qualified to instruct.

Archery
Art
Basketball
Boxing
Campcraft
Campfire programs
Canoeing
Crafts—what kinds.....
.....
Dancing—what kinds.....
.....
Dramatics
Fencing
Group games
Golf
Horseback riding
Indian lore
Music—what instruments ...
.....
Vocal
Choir leading
Natural science—what kinds
.....
Newspaper
Orienteering
Outdoor cooking
Overnight camping
Photography
Riflery
Rowing
Sailing
Softball
Song leading
Storytelling
Swimming
Diving
Life Saving
Strokes
Synchronized
Tennis
Track and field
Volley ball
Water skiing
Woodworking
Worship services
Wrestling
Other.....
.....

Swimming ability—non-swimmer.....50 yds.....100 yds.....300 yds. or better.....

Swimming or life saving awards held? .....

First aid certificate held? .....

Are you available for the entire summer?.....If no, state dates available.....

.....

Have you any disabilities which would prevent you from full participation in all camp activities? .....

State briefly your ideas concerning the personal qualities necessary to be a counselor ....
.....
.....

References· Three, including your former camp director (if any), employers, teachers, etc.

1.....Name.....Relationship (camp director, teacher, friend, etc.).....

.....Street and Number.....City.....Postal Code.....Province.....Telephone No.

2.....Name.....

.....Street and Number.....City.....Postal Code.....Province.....Telephone No.

3.....Name.....

.....Street and Number.....City.....Postal Code.....Province.....Telephone No.

I became interested in your camp through .....

Date available for employment .....

Date of Application.....Salary expected per season $.....

12

Signature.....

further Reading

Administration of the Modern Camp by Dimock, H. Association (Welch, Canada), 1948

Camp Counselor's Manual by Ledlie, J.A. and Holbein Association (Welch, Canada), 1958

The Camp Program Book by Hammet, C. Association (Welch, Canada), 1951

Complete Book of Camping by Miracle, L. and Decker, M. Harper (Saunders, Canada), 1961

The Day Camp Program Book by Musselman, V.W. Association (Welch, Canada), 1963

Maintenance for Camps and Other Outdoor Recreation Facilities - Revision by Nathan, A.A. Association (Welch, Canada), 1968

Managing the YMCA Camp by Ledlie, J.A. Association (Welch, Canada), 1961

Nature in Recreation by Ickis, M. A.S. Barnes (Smithers & Bonellie, Canada), 1965

Site Selection & Development—Camps—Conferences—Retreats by Bone, M.D. Coop. Pub. Assoc. (United Church Press, Canada), 1965

Solving Camp Behaviour Problems by Doherty, J.K. Association (Welch, Canada), 1940

The Successful Camp by Reimann, L.C. Univ. of Mich. (Longmans, Canada), 1958

Supervision—New Patterns and Processes by Williamson, M. Association (Welch, Canada), 1961

The Supervision of Group Work and Recreation by Dimock, H.S. and Trecker, H.B. Association (Welch, Canada),

There are additional books on this topic, some of which are out of print or are distributed by American publishers who do not maintain Canadian representation. Access to such books may often be gained at local public libraries or in the personal libraries of individuals associated with camping.